Birthplace, Home and Future of Aerospace Medicine

U.S. AIR FORCE

Mentoring

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Mentoring Overview

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- **Mentoring defined**
- **Mentoring scope**
- **Mentor/Mentee relationship**
- **Performance Feedback**
- **Goal setting**
- **Recognition**
- **Professional Organizations**
- **Reading list**

Mentoring Defined

- **A trusted Counselor**
- **Coaching - Specific tutoring for an event**
- **Counseling – Exchanging opinions/ideas in order to reach a decision**
- **Teaching learned wisdom**

"A mentor is defined as a "trusted counselor or guide." Mentoring, therefore is a relationship in which a person with greater experience and wisdom guides another person to develop both personally and professionally." AFI 36-3401

Mentoring Scope

- **Mentoring is not a promotion enhancement program**
- **Mentoring helps each individual reach their maximum potential**
- **Mentoring covers a wide range of areas:**
  - **Career guidance**
  - **Technical and professional development**
  - **Leadership**
  - **AF history and heritage**
  - **Ethics, core values,**
  - **More…..**

Mentor/Mentee Relationship

- **Air Force definition: (taken from AFI36-3401)**
  - **Immediate supervisor is your mentor**
  - **All of your subordinates are your mentees**
  - **Mentoring is an inherent responsibility of leadership**
- **This does not preclude you from seeking other mentors--personal or professional**
- **Supervisors must make themselves available to subordinates who seek career guidance and counsel**

Mentor/Mentee Relationship (cont)

- **Supervisors must prepare themselves to be effective mentors!**
  - **Study the applicable AF specialty career path pyramid and career experience matrix**
  - **Supervisors must continually challenge their subordinates to improve**
  - **Mentors need to distinguish between individual goals, career aspirations, and realistic expectations**

Performance Feedback

- **Performance feedback is essential to mentoring**
  - **Provide realistic assessment of performance**
  - **Measure performance against established criteria and goals**
  - **Point out strong suits**
  - **Point out weaknesses, and recommend ways to improve**
  - **Review goals to see if they need adjusting**
  - **Encourage open communication**
- **Bottom line: A glowing feedback is easy to give, but will it help improve your people?**

Goal Setting

- **Goal setting is important in personal and professional life--provides a measuring stick**
  - **Near-term goals**
  - **Mid-term goals**
  - **Long-term goals**
- **Be careful not to set unattainable goals, and make sure your mentee doesn't either**
- **Be careful not to set goals which are easily attainable**
- **Goals should provide a driving force**
- **Celebrate after accomplishing goals**

Recognition

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- **Recognition comes in many forms**
  - **Amn/NCO of the Quarter**
  - **Volunteer Award**
  - **Technical (AFSC) Awards**
  - **Specialty (Honor Guard) Awards**
  - **Team Awards**
  - **Decorations**
  - **Etc.**
- **You owe it to your people to write them up when they are deserving--SET THEM UP FOR AWARDS!**
- **Mentees: don't be shy about awards--let them know when you're deserving! SET YOURSELF UP!**

Professional Organizations

- **Professional Organizations bond members with a common interest**
- **Membership is highly encouraged as well as involvement**
- **Examples of AF Professional Organizations:**
  - **Noncommissioned Officer Association (NCOA)**
  - **Air Force Sergeants Association (AFSA)**
  - **Air Force Association (AFA)**
- **The organizations are working hard on capitol hill to improve your way of life--the greater the membership, the more weight for their lobby**

Reading List

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- **USAF Chief of Staff Reading List:**
  - ***Marshall's Airman*, Andrews**
  - ***Beyond the Wild Blue: History of USAF*, Boyne**
  - ***The Transformation of American Air Power,* Lambeth**
  - ***Winged Victory: The Army AF in WWII,* Perret**
  - ***The Crisis of Islam: Holy War and Unholy Terror,* Lewis**
  - ***Age of Sacred Terror,* Simon**
  - ***Of Paradise and Power,* Kagan**
  - ***The Five Pillars of TQM,* Gen Creech**
  - ***An Army at Dawn,* Atkinson**
  - ***American Generalship: Character is Everything,* Puryear**
  - ***Supreme Command: Soldiers, Statesmen...,* Cohen**
  - ***Prodigal Soldiers, Kitfield***

Summary

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